OSS '93
SECOND INTERNATIONAL SYMPOSIUM ON NATIONAL SECURITY
&
NATIONAL COMPETITIVENESS:
OPEN SOURCE SOLUTIONS

EVALUATIONS

Omni Shoreham Hotel
Washington, D.C.
U.S.A.

2-4 November 1993

Executive Action

Pending guidance from the "Board of Advisors", here are specific action items and guidance issues for OSS '94 which I have extracted from the attached summary of OSS '93 evaluation results:

Over-all we hit the mark, but three major changes in substance are required for OSS '94:

a) We need more participation by top-level U.S. intelligence community leaders, and

b) We need to shift from "descriptive" to "prescriptive", with half-day tracks that cover policy/funding, collection, analysis tools & techniques, and "hands on" displays and workshops.

c) We need to shift to increased focus on sources and users.

It is clear that we have achieved momentum and established ourselves as the focal point for leading the "reinvention of intelligence" effort. Still, it is also clear from many comments (both written and personal) that we now need to begin providing "strategic specifics" that can be discussed and digested by attendees as a group and in smaller working groups. We need to provide participants with a version of the National Performance Review, one focused not only on open sources of intelligence but on the over-all directions of the intelligence community as a whole (to the extent that this can be discussed in an unclassified forum with foreigners present).

There would be distinct advantages to combining our 2.5 day session with a one day classified session hosted by the Community Management Staff on the day following. Support for this idea would be appreciated.

We will invite someone from the existing Presidential and Director of Central Intelligence security commissions to present issues and directions pertaining to changes in security classification and open source access.

We will focus firmly on U.S. intelligence community, but will continue to invite selected foreign speakers (e.g. Director of International Red Cross) to continue to explore international non-governmental aspects of open source intelligence burden sharing. Our foreign speakers will be pre-screened to

ensure they are articulate in English.

We will also place increased emphasis on the role of the private sector in providing intelligence support to government, and on "decision-support" to the American Workplace. This will be done with guidance and assistance from the Department of Commerce.

The existing format of the conference works, except that we will eliminate evening events and stop at 1500 on the third day. We will also ensure that displays and interest groups are available during the morning "shut-down" period on all three days (this year the Omni could not give us the display room on the first day).

We will increase displays to around 60, with special emphasis on adding government displays and government representation of its needs for private sector support.

We will increase (if government supports) amount of material on government open source requirements and capabilities included in Volume I (Background) of *Proceedings*.

We will increase the number of interest groups in order to keep most groups down to 20 people; and will add several 100-person audiences for five-person "working groups" corresponding to each of the "tracks".

We will stay in the Washington D.C. area as a means of optimizing both the quality of our speakers, and the accessibility of the symposium to our government participants.

We will continue to hold the symposium in mid-November or the first week in December.

We will not cap attendance, although we are limited by the ability of most hotels to accommodate our preferred banquet seating arrangements. Preliminary survey suggests that we can go up to 800 banquet seats and 200 theater seats for OSS '94, for a total of 1,000.

Our weakest area was clearly audio-visual (we fired the old audio-visual company two days before the symposium actually began--although our new audio-visual was much better than the old, dramatic improvement is required). There are three things we can do to improve this:

a) While retaining the "inaugural type" screens, we will ensure that viewgraphs can be screened properly, and will also instruct our audio-vidual technician to leave the slides up rather than fading in and out between speaker and slides.

b) We will provide explicit presentation guidance to speakers. Most of our speakers were not expecting a "world-class" room with an audience of just over 800 at peak times.

c) We will evaluate cost-benefit of pre-processing speaker slides and viewgraphs to ensure top-quality graphics readable from the back of the room.

Registration procedures will be improved, notably by keeping all badges together in alphabetical order rather than trying to set aside a sub-set for speakers, press, and guests.

Laptops ("tapping noises") will be isolated on one corner of the room. Side conversations in the plenary session will be discouraged. A special room will be provided for off-line questioning of speakers immediately after their speech. The most important speakers will have public question & answer periods. Smoking will not be permitted in the ballroom foyer or other conference areas. Badge names and organizations will be made slightly larger, and "codes" will be published in the schedule booklet.

Pricing structure for OSS '94 will be along lines of $750 corporate, $500 government, and $250 for individuals not supported by an organization. (NOTE: preliminary accounting indicates that we will be able to cover all expenses and my salary at the GS-15 level, but that we did not achieve the $50,000 buffer--or any fraction of it--which I was hoping to establish as a growth fund.)

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Evaluation Prepared From 175 Completed Booklets

How many days should this annual symposium last?

       1 day = 0   2 days = 33   **3 DAYS= 116** 4 days = 8   No Ans = 7

How long should a typical speech last in minutes?

       20 min = 39   **30 MIN = 101** 40 min = 19   No Ans = 3

       2 people pointed out that, "Good speakers with good *stuff* should be given time to expand.

Should displays be manned and available while speeches are delivered?

       YES = 122   No = 44   No Ans = 6

Should there be a single dedicated display day?

       Yes = 22   **NO = 142**   No Ans = 6

       One person's comments: "I am from private sector - private sector needs orientation in government programs that government people don't need. This could be done through some displays by some agencies specified for private sector (don't need speakers - so many attendees in government service know this). For example, I had never heard of Tipster, MUC, TREC until yesterday and I got a good crash course (finally) on the 3rd or 4th try in the display rooms, but I would like a progress report on government projects - a summary, more deliberately focused for private sector - lists of keywords so I can search the abstract services or know where to get further reading, etc...."

Do you like "shutting down" the Plenary Session for two hours each day?

       YES = 122   No = 37   No Ans = 11

How many displays should there be?

       30 displays = 39   **50 DISPLAYS = 62**   75 displays = 40   No Ans = 15

       Nine people said have as many as possible, appropriate and for which we have sufficient space with low noise level.

How many interest groups should there be?

       10 GROUPS = 92   20 groups = 39   30 groups = 8   No Ans = 13

       One person suggested , "Room for larger groups."
       Several people commented, "Run some sessions two times."
       One person said, "20 over 2-3 days *if* you have separate display day."
       Three said determine the number by as many appropriate topics as possible.

What size groups would you prefer for an interest group?

10 PEOPLE = 90   20 people = 39   30 people = 8   No Ans = 13

One person suggested, "the number of people depends on the room size and topic."

Should lunch be organized and included in price, or a two-hour free period?

ORGANIZED = 137   Free = 28   No Ans = 13

Two people said, "Some of both"

What time should the last day end?

(Not yet tabulated)

Given the cost in time and lost substance, would you still prefer frequent regular breaks, or the existing major break/leave as you need to system?

Frequent = 35   **OK = 127**   No Ans = 12

Comments: "Stress this policy during the opening remarks"
"Fine given current informal seating setup"
"Fine but give everyone a 5 minute stand in place break every 2
hours to stretch"

For USG Local Only: If we were forced to move out of town every second year, would you budget to attend or send someone?

Yes = 43   No = 36   **NO ANS = 95**

1 "No" said he/she would attend if the symposium is held in Hawaii!! (Hmm...)

US Government Only: Please list the month in which you would prefer to attend this event?

Jan = 2	Feb = 1	Mar = 3	Apr = 2	May = 1
Jun = 1	Jul = 0	Aug = 0	Sep = 2	Oct = 7
Nov = 20	Dec = 3	**NO ANS = 113**		

One person wrote, "Same time each year to establish regular attendance."
Another person said, "during Congressional break."

All others: Should this event be held in Washington every year, or moved around?

DC = 75   Move = 29   No Ans = 70

One person wrote, "DC because the best speakers can be persuaded to drop in for a speech."

-3-

Another person suggested, "DC so you don't lose the Intelligence Community representatives and the US government representatives."
Another person pointed out, "if you move you may be able to attract different types of people but be aware the conference will have a different flavor."

All others: What month would you prefer to see this event held?

Apr = 3	Jun = 2	Aug = 1	Sep = 9	Oct = 14
Nov = 39	Dec = 2	**NO ANS = 89**		

We were reminded to watchout for Holidays and other conferences.

If we had to choose between September and early December next year, which would you prefer?

SEP = 99   Dec = 63   No Ans = 12

Two people commented that September is the end of FY for US government not making it the ideal month.

In addition to this annual event, is there a need for one day regional seminars with video excerpts from the Annual Meeting and Special Interest Groups meeting regional needs (Asia, Europe, Africa, Latin America, West Coast)?

Yes = 72   **NO = 77**   No Ans = 22

"No, don't water this one down"
"Yes, but no video tape, 100% live"
"Damn good idea. Consider San Antonio for the 1st regional meeting" -
Evaluation Book #5 - participant left his name and numbers with an offer to help.

If this event were held in San Jose, California next year, would you attend or send a substitute?

YES = 87   No = 61   No Ans = 23

Please list internal symposium aspects or external environmental aspects you would like to see integrated for future years (shopping, parking, night life, METRO, anything at all that would improve the experience for you).

(Results not yet tabulated)

How did you hear of this symposium?

WORD OF MOUTH = 66	Direct Mail = 34	*Jane's* = 11
From last year = 11	*AIJ* = 3	*IJIC* = 1
Signal = 1	*OSS Notices* = 1	*Wired* = 1
E-Mail = 1	Hack-Tic Conference = 1	

No Ans = 9

28 people gave multiple answers, most included Direct Mail and Word of Mouth and a few included Internet.

In what month did you hear of the event?

Last year's conference = 7

Jan = 5	Feb = 1	Mar = 0	Apr = 13	May = 8
Jun = 11	Jul = 5	Aug = 24	Sep = 2	**OCT = 39**
Nov = 9	Dec = 9	No Ans = 11		

In what month did you decide to attend?

Jan = 4	Feb = 3	Mar =	Apr = 4	May = 6
Jun = 9	Jul = 8	Aug = 12	Sep = 34	**OCT = 67**
Nov = 7	Dec = 4	No Ans = 10		

4 said "after last year's conference"

How large an "Early Bird" discount would it take to get you to register 30 days prior to the event?

$50 = 23	**$100 = 62**	$150 = 39	$200 = 20	No Ans = 30

"As big as reasonable"
Three people commented, "its immaterial for government employees there are either funds or no funds."

How large as "Early Bird" discount would it take to get you to register 15 days prior to the event?

$50 = 57	$100 = 47	$150 = 15	$200 = 11	No Ans = 40

Five people wrote that its immaterial for government employees .

If we decide to cap attendance at 750, and displays at 50, while maintaining our international advertising momentum, how many weeks in advance would you start worrying about getting a seat or a booth?

2 weeks = 8	4 weeks = 8	6 weeks = 21	8 weeks = 35	10 weeks = 16
12 WEEKS = 38		No Ans = 27		

"Capping the attendance defeats the purpose of OSS."
"Don't cap attendance."

As you reflect back over the three days of speakers, please list your top five speakers, with your most rewarding listed first:

The following people were listed as favored speaker (number of times is indicated next to their name):

TOFFLER = 95	Cerf = 49	Kapor = 45	Pedtke = 37
Caldwell = 37	Kahle = 36	Wallner = 34	Wood = 31
Treverton = 27	Miller = 27	Pale = 26	Hall = 22
KGB = 18	Schmidt = 17	Baumard = 16	Katsen = 16
Steele = 16	Treverton = 15	Politi = 14	Etheredge = 13
Himelfarb = 13	Elias = 12	McGill = 11	Leijonhielm = 6
Burwell = 5	Shima = 3		

Please list the three speakers least useful to you personally, in terms of your expectations (number of times is indicated next to their name):

MALAUD = 40	Katsen = 17	Shima = 17	Leijonhielm = 17
Caldwell = 16	Schmidt = 15	Burwell = 14	Politi = 12
Etheredge = 12	Himelfarb = 11	Toffler = 10	Wood = 10
Pale = 10	Baumard = 10	Thompson = 9	Hall = 9
Wallner = 8	McGill = 7	Elias = 6	Kapor = 5
Treverton = 5	Miller = 4	KGB = 4	Kahle = 4
Pedtke = 2	Cerf = 2	Steele = 1	

Comments included:
"Toffler's - too broad - maybe we needed more time with them to get more to the specifics."
"Foreign speakers in general."
"Foreign accents are difficult late in the day."
"IC officials that didn't show up."
"I cannot honestly categorize any speaker in this symposium 'least useful' because even those whose subjects were of lesser interest for me were informative."

What frequency of publication would you prefer, and how many pages should *OSS Notices* be:

Bi-Monthly: 5 pages = 20   **20 Pages = 21** 30 pages = 10
40 pages = 6   **NO ANS = 118**

Several people noted they had not yet seen *OSS Notices*
Several people said the amount of pages is immaterial, base the length on good content.

Monthly: 5 pages = 14   10 pages = 23   1   5 pages = 16
20 pages = 13   No Ans = 105

Eleven people enjoy the present length.
One person suggested publishing quarterly with 20 pages.

We are thinking about pricing complete access to our INTERNET set-up at $400 per year, and bulletin board (conferencing) access only at $200 per year. In your opinion, is this:

Too Little = 0   About Right = 46   Too Much = 57   No Ans = 71

1 person suggested a connect price of $20 per month

Comments in Evaluation Booklets:

#78 - "Discussion Internet, etc. have to be directly tied to OSCINT"
"Thanks again for all your work and insight."

#82 - "90% of the world's info is in printed form, e.g. paper, film a talk about this Open Source, its adv. and disav would be very enlightening. Also machine translation."
" Have interest groups meet at the 2 hour break - not after 5 p.m. - stop at 5 p.m."

#157 - (can't read all) "Interest group leaders should keep to subject matter at least initially"

#124 - "You need better video services."

#34 - "Include badge colors/codes in a handout, not just on the bulletin board."
"Would like congressional FACTS on desire and proven record on support or non-support to IS, to include rationale.:
"Also would like someone from private and public TV, radio, and/or newspapers."
"Keep smokers far away, could even smell smoke at my table!"

#74 - "A minor point - you need someone to proofread the French bios - numerous errors."
"Need to re-emphasize the current use of open sources in all intel - too many of your speakers/participants seam to think that government intel analysts refuse to use unclassified. That's true of CIA, but not DIA, INR, etc., as you know. They've been beating a strawman. I'll take FBIS over NISA any day!"

#23 - "Be aware that some of the literature available in the ante room is somewhat offensive, e.g. the green "Covert Action" flyer and the "CIABase" handout. as a minimum you may want to voice a disclaimer from the podium."

#14 - "Well run" "Group demos"
"Fix slide problems"

#80 - "Outstanding job on this seminar I'll be back! Semper Fi!"

#122 - "Not enough info about services to evaluate."
"Don't try to provide something that already exists."
"Subscriber fees are a turn-off; e.g. you've already recouped costs of Proceedings and OSS Notices or would this lead to lower symposium costs?"
"The audio/visual concept was great; its execution was terrible."
"Never hold it at Omni again."
"Need to balance METRO access (good) with driving/parking access (not good at Omni)"

"Amenities (coffee, etc.) should be continuous and not frequently run out."
"Interest groups should not run concurrently w/ plenary sessions; have fewer with options for interest groups or displays. If possible, have multiple sessions of interest groups (say 2) so that people can attend more than one. Also, provide time (brief) at plenary session for "reporting out" from interest group moderators."
" After 2 iterations, we have reached the point where the symposium should have clearly defined objectives and speakers/interest groups designed to achieve those objectives (e.g. one objective might be to inform on key issues). You might want to circulate draft objectives to selected individuals for comment/feedback. From the government perspective, the symposium needs to provide information (factual, quantitative) that supports planning and programming. the symposium should encompass intellectual arguments, but they don't sell programs!"
"With respect to foreign participation, recognize that there are significant differences in the structure of foreign governments and their relationship with their private sector which causes their experience <u>not</u> to [...] well to USG ways of doing business and their way is not an option for us."

#70 -   "While some sophisticated audio/visual equipment was available, it didn't work reliably. I would prefer less audio visual sophistication and go for reliability. Also, you need some guidelines for speakers for preparation of slides. <u>Many</u> slides were unreadable for the size they were magnified and distance they were viewed from."
"Navigating the INTERNET session was misadvertised: this was on development of INTERNET, not finding you way around. I was disappointed! Also too small a space for this meeting."
"The names of people's employers is <u>too</u> small on the badge. I can't read it, even within 10 feet, and yes, I do have my glasses on. Part of the fun of this is seeing who is represented at a conference like this. Make the print bigger!"
"Hard copies of presentations would be useful!"
"INTERNET access at the conference would be great!"
"Your sensitivity to the anonymity of your participants is greatly appreciated."
"Too small a space for the CIA open source talk (Kennedy room)"
"Ban the use of laptops - it is very distracting to set next to someone who is making all that noise!"
"Steele really kept everything on schedule and had great comments to keep us on course and maintain continuity and relevance. Really great job!"

#90 -   "As a Collection manager, I'd like to better know what specific types of information are available that could be of use to my analysts. The philosophical discussion are wonderful, keep them coming, but focus more on the users: What's Where, How you can get it, How other people have used it. Policy makers who make the call of how extensively open sources are used with their purview need to have tangible examples, i.e. "Success Stories:" <u>specifics</u> are paramount."
" Regarding validation issues: when used in an intelligence environment, validation is up to the analyst. In an all-source, integrated intelligence environment it is a <u>Part</u> of the big picture, a <u>component</u> of the end product. Even technical intelligence disciplines are subject to conjecture. the analyst is empowered to decide what information is accurate. Don't sweat validation.
"The international flavor was great! Keep it going."
"Good set-up. the big screens were very helpful. Would it be possible to have blacklines of the slides prior to presentations?"
"Kudos for keeping on schedule. It makes a difference! Good job again."

"Next year: Let's discuss - more responsibility - security/classification (we won't consider changing the current system until someone starts pushing/questioning for it). Let's see more user success stories. We also need to offer possibilities to users on how to configure their open sources work station. What set-up will allow best access to databases? Let's get less philosophical and more practical - Who's using it? What's working? What are some problems? We're already sold on the product. How do we get it?"

#62 - "Give breaks more frequently and shorter."
"Supply attendees with advance copies of speaker's slides."
"Allow time for Q&A for each speaker."
"Get people to <u>talk</u> to the group rather than reading a speech. No matter how good they are, it's boring to be read to."
"Suggest that if people want to have private conversations while speakers are talking, they should leave the room."
"You did admirably well in keeping to the schedule."
"Food service was <u>excellent</u>!"

#18 - "Excellent symposium"
"Impressive hi-level of speakers."
"Be sure to capture better speakers in newsletter articles!"

#39 - Q&A time for each speaker at the podium."
"Preview graphics before use to see how good/bad they're going to look. Some were unreadable."

#71 - "Speakers must be advised to use large contrasting lettering on slides. Lunches were good, Timeliness was appreciated! Seems to be a <u>disconnect</u> between speakers and their slides. Perhaps a small <u>TV monitor</u> on speaker's podium will help."
"Though logistically a nuisance, handouts of speakers' slides would be valuable!!"
"OS info on encryption systems."
"Steele's slides would have been useful handouts."
"Switching back and forth between projected images of speakers slide, to speaker, back to same slide, etc. is annoying. Suggest leaving slide on screen until speaker is finished with it, usually with remark "next slide please.""
"Projection system is pretty good."
"Power lined" tables for laptops a good move."

#7 - "This is <u>not</u> an evaluation form -- it is a survey seeking input on 'what is' without eliciting reactions to 'what should be'. the chief problem with this conference is that it offers no framework for the IC to understand the problems related to OS usage and delivery, state of the art examples of OS programs (drawing on work in academia) and an opportunity to debate strategies for the next few years. A conference is needed that does: (1) What is the status of what we know about OS/digital library development (2) What is the key R&D that is underway - where are the gaps (3) What are we learning about user behaviors, etc. from operational testbeds in IC and academia (4) a closing panel that includes IC, industry, academia reps on Where do we go from here."
"Smoke Free environment please. This is the <u>only</u> conference I have attended in past 5 years where smoking is permitted in hotel hallways."

#30 - "What's new with respect to CAS, Dialog, BRS, etc. services"
       "Need a brief description of all the displays."
       "Eliminate prototype projects."

#108 - "Like hi-tech slide capability, but need to practice more. Keep slides on screen, not person."

#150 - "It was great to have been here! Thank you and your staff!"

#87 - "Robert, I came to this symposium because I personally believe in it, and what you are trying to achieve... I find it difficult to answer some of the questions with respect to costs $$$...this is because I covered all costs myself...My university will only normally support us to a value of $1000-$1500 (Australian) and I have already "used" that amount up! (poor university!) I have cost-justified this trip by bringing my wife and believing it to be a holiday!!! P.S. I consider that this symposium is very valid to me and if I can afford it, I will return next year. I intend to make it my business to "report" (advertise) the proceedings back to Canberra and Australia in general."
       "It was a pleasure to give an abbreviated talk. I was disappointed with one of my colleagues: Jean-Marie Bonthous spoke after me-taking 40 minutes, instead of 15, "walking over" the time left for one of his countrymen Phillipe Baumard! (7 minutes left). Never-the-less it was well received. I focused on cultural-intelligence in the time sense of the word. Jean-Marie spoke much more about business-intelligence in Germany, France, Sweden & USA. Phillipe spoke about models of economic-intelligence and Japanese and German banks compared to French banks (this was the same presentation as his presentation in the plenary session on Thurs!)"
       Re 94: "Cultural intelligence, Hackers "Cientists of Cyberspace", The costs of information - how much?, Intelligence and security education, Searching and evaluation of open sources, Methodologies, Case studies/histories, New uses for old information."

#173 - "I would think you might want to consider individual vs. commercial prices. I consider pricing commercially acceptable - but personally/individually too high."
       Re OSS '94: "Possibly detail actual case studies as with Holden-Rhodes last ear. I like Baumard."

#121 - "Robert - thanks again for a great symposium. [personal remarks] Here's hoping you and OSS out live all of them."

#20 - "Must improve the vu-graph system!!"

#43 - "Steele and company did a super job well thought out and very meaningful!"

#153 - "Don't be such a stickler for time. Some speaker were pushed off the stage without getting their full 30 min. Some time for Q&A needs to be worked into the schedule next year. Don't have speakers use translators. Takes too much time and is hard to follow. Just have the speech read if need be."

#131 - "List of attendees and their affiliations would be useful - even if only those who pre-registered. Author index to proceedings would be helpful. Also would be helpful to have a list of the displayers/exhibitors."

#100 - "Don't use red on VG's did not come through. Pass out copies of VGs before hand."

#84 - "Did not get a clear indication of purpose, goals of the symposium."
"Too many speakers simply read prepared texts. Not an engaging speaker."
"Visual aids need overhaul."

#95 - "Have the slides on longer so that they can be read."
"More group participation in concurrent smaller groups"

#160 - "Audio visual was poor."
"Arthur Miller session too long became chaos."

#27 - "Please schedule more hands on applications of OSCINT for special interest groups meeting & discussions."

#174 - " The slides are hardly visible to someone sitting at the back of the hall."
"Speakers should distribute their material beforehand and only elaborate on them to allow more time for questions."
"A list of participants and where they stay would be desirable for private consultations during the symposium."

#175 - "Interest group meetings were most helpful because people could exchange ideas on specific topics. I'd like more of these. Sometimes the plenary session speeches were too broad and general to be really useful. Also, a greater focus on business and the private sector would be good for my organization."

#10 - "Audio visuals were extremely poor. Need improved slides, improved projection system and keep slides up while speaker is talking."

#159 - "Conference displays not close enough to main ballroom - walk too long!"
"Book display in Senate room never materialized on Thursday."
"I think it's great that you ask for feedback - you're sincere about wanting to present a quality conference that will be of value to everyone."
"I'm sure Keiji Shima is quite prominent in his field but the format of his presentation was hard to follow and didn't address the subject of information to any great degree - I'm sure he has plenty of info to share but he didn't share it with us. Too many generalities and obvious points and not enough specifics about what's going on in Japan re open source information. His translator was good; she had a very hard job."

#12 - "Please find technical people capable of running your multimedia slides/video. In this day and age, it is inexcusable and unprofessional to be typing in slides during a presentation. The slides were illegible, had typos and were slow. 'Technically', this conference was a complete failure."
"The conference registration appeared to be unorganized. Please consider getting a conference organization to help with these issues."
"You may consider breaking up the conference into political/technical solutions. Maybe dedicate a day to each."

#88 - "Improve graphic support - better quality graphics - handouts of graphics/abstracts of each presentation."

#1 - "Great conference."

#155 - "More panels (perhaps one a day?), Better technical aids (problems with video screens became ludicrous and were a constant distraction, 8:00 is too early to start try 8:30 or even better 9:00."

#50 - " Better Video. Pass out copies of slides. Too many speakers in one day. More short breaks - too difficult to sit for 3 hours - only choice is to leave and miss something."

#13 - "Well done will continue to participate."

#149 - "Plagued with technical and organizational problems - especially disastrous for a gathering this large."

#32 - "Lighter food for the noon meal. It was just too much and too heavy, but good!" "Robert, you did a great job in keeping the speaker to the schedule - that is very important to the people attending the event."

#73 - "As I sit in the final panel (ex-KGB) my mind goes to a photograph I saw taken recently in the KGB headquarters courtyard in or near Drogobych Ukraine. The photograph is a row of skulls dug up in the courtyard. The skulls belonged to human beings who were killed by the KGB. I was looking forward with interest to what the panel had to say, but suddenly find their presence here, distasteful, to say the least. I do not believe that it is a credit to anyone that the professional experiences of these men are found to be *so* interesting that the atrocities committed by their organization are deemed inconsequential. Otherwise, excellent job at pulling this off again! Mr. Steele and staff are to be congratulated!"

#171 - " Focus seminar on Intel Community, its use of open sources, it problems, where is it going, what are its requirements, who are the major "real" players who can be contacted for inter[...]- not agency heads, coordinators."
"I do not listen to speakers who read speeches. Most speakers were extremely boring because of this. Need better admin operation of conference - I received no agenda or schedule prior to arriving; I was not notified that I was to be a panelist until I arrived; audio/visual support was terrible, moderators' comments (Mr. Steele's) we[...] often erroneous, not founded in fact, and represent opinion not fact. He should exercise some professional discipline in this area."

#3 - "I was quite disappointed in the symposium. It didn't work well, Nix the foreign speaker. Lets focus on what need to be done to improve US Intel using OSCINT; identify problems and develop solutions. To do this we need to get intel collectors, processors, analysts and users to speak openly and frankly (How? I don't know) and then convene working groups (including reps of above groups) to devise possible approaches for addressing current shortfalls and anticipating future needs. I'm not sure what needs to be done to achieve this, but that's why they pay you the big bucks!!"
"A format and collection of speaker that work toward identification of systemic problems and develop possible solutions. I think most of us recognize that the IC is confused about their role in supporting national security and competitiveness and has little, if any, motivation to move intelligence production into the 1990's. True, they don't have a clue how to utilize information effectively in this day and age, but I think the former problems are more pressing. Ideally, this symposium would address all these problems: (1) stimulate a discussion of how IC resources are best used in support of policymakers (value added over CNN but timely and purposeful -- aimed at supporting defined National goals and

strategies, (2) updating the ingrained IC culture, (3) identifying bottle necks in OSCINT Intel collection, processing and analysis and (4) development of a system to address these problems. In my opinion, the primary OSCINT need of the IC is a method for filtering and sorting relevant info and delivering a manageable subset of the "best" info for the analyst to digest. Addressing this need is a multifaceted problem involving changes in hardware, software and culture. The IC needs to de dragged (they will be kicking and screaming) into the information age of the 1990's and beyond. I think the OSS Symposium can help enormously in this regard, but I don't think it got very far this year. A better-defined goal, clearer focus and a more interactive format (workshops for group discussion, not "networking") will help. I learned a lot about info acquisition (this was great) but a specific connection to the IC was lacking."

#106 - "Post name of SIG outside door, and post room changes in same place."

#72 - "Why have a French man with bad English read another Frenchman's speech? Why blame SCI for your ineptitude in determining your orgs intel needs and appropriate sources?"

#35 - "Don't not give equal time to all speaker. Vary time according to material to be presented - maximum one hour."

#58 - "You really need to get someone to help you with your organization, and meeting-related pubs - might save you from things like Wednesday's embarrassing (I expect) 2 hour lapses (Thursday's too!) - typos in your bio's."
"The hotel was great (except doors at back of room made lots of noise! and went all the time.) The food and food amenities (rolls, fruit, coffee service) were as good as could be asked for.
"A map showing all rooms (interest groups) in program would help."
"Really enjoyed extraordinarily high standard of speakers"
"Schedule brutal - exhausted by end of 3rd day."
"Remind your speakers (if you feel you can do so without offense) that they speak to a highly intelligent, highly educated audience (repetition & redundancy) while occasionally rhetorically satisfying, is not necessary to make a point to this audience (I had a prof in grad school who beat me to death (almost) on this point 0 I haven't forgotten!)

#15 - "Your 'proceedings' appear ill organized and unrelated to actual presentations. Clean up presentations copies and include a preface to explain flow of the materials."
"The tendency of Bob Steele to identify 'his' conference with himself, is jarring. Reduce your profile and broaden your credibility!"

#66 - "I feel less speakers are necessary. Most repeat same info: 'information technology is vital'. We already know this. More displays and opportunities to meet colleagues who work in same areas is where the conference is important."
"More general advice by speaker rather than pressure sales by speakers for their products. Decision needs to be made as to whether this is going to be an informational, academic conference or a sales conference, in which it should be substantially cheaper."

#158 - " Keep the personal computer out of conference room - tapping while speakers are presenting is rude. Remind attendees private discussions are appropriate only in the foyer - not in conference room during presentations, question and answer periods."

#133 - For OSS 94 "Copies of view graphs and slides!!! METRO" Cokes in morning (pre 0800)"

#162 - " I would like to hear a case study or two of how open source information was successfully applied to a government or business intelligence problem. I would also like to see more representation of business intelligence activities."

#19 - "Superb array of excellent speakers. Very interesting and informative."
"Audience should sit up closer to speaker."
"Post attendee list."
"Provide attendees with list of attendees."

#165 - "More people from private sector"
"Can military lingo ' table commanders'..."
"Off-line room for follow-up with questions is a good idea."

#98 - " Runs too late on dark evenings when local people have a long trip home and family responsibilities. Handling slides was dreadful this session. Please provide copies of slides and papers ahead of time so we can pay attention to the speakers. Have vendor hours between 8 & 9 AM."

#94 - " Themes by day or half day." Plus some comments I couldn't decipher.

#116 - " Please make sure that foreign speakers do have well focused presentations instead of anecdotes of un-related speech (e.g. Philippe Malaud)"

#134 - "The informality of seating etc. is a big plus."
For 94 "Interest groups to stay on topic."

#154- "Regional symposium for distant (market) areas."
"Tie in with SCIP chapters throughout country."
"Stress collaboration, dependency as the basis for security in the new world. Merger and acquisitions rather than competition (Himelfarb of SCIP is a specialist in mergers). Excellence as the basis for collaboration. Excellence seen best in open sources - in all their color a variety and freedom in form (not pressed into a mold as done with the other INT's). Variety poses challenge to info managers: collection, processing, storage, retrieval, use. Variety challenges info technology to deal with multi-media, esp. color TV real time, translated simultaneously retrievable for use. Plethora of information challenges imaginative innovation of means to access in a user friendly, user seductive, user cuddly way. Plethora of [...] holders poses challenge to redefine the paradigms of the {...}: author-creator, publishers, providers, value-adders, intermediary service points, end users/customers. therefor laws need to be changed in context of new international conventions. New challenges in multinational equities, multinational corporations - International info entertainment industries, Banking, Internet, Decentralization & leveling."
Name and phone number included.

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The above relates comments from booklets completed and returned at the conference. We are still recieving booklets in the mail, also other separate written comments from the conference have not yet been included. A summary will be included in *OSS NOTICES*, and complete report in Volume II of Proceedings.